

## SECTION 2. HUMAN RESOURCES

### Objective:

**To provide effective library service through quality staff with appropriate skills.**

Some libraries may rely on local personnel departments for assistance with items such as recruitment, compensation, benefits, disciplinary actions, and other related personnel matters. These standards also address the needs for public library staff members to project a positive attitude towards library customers, receive on-going training to improve their skills, and be available in sufficient numbers to ensure a high level of service.

### **2.1 THE LIBRARY BOARD OF TRUSTEES EMPLOYS A QUALIFIED DIRECTOR.**

	Yes	No	Planned	Not Planned	N/A
The library director has a Master's degree from a program of library and information studies accredited by the American Library Association.					

### **2.2 THE LIBRARY HAS WRITTEN HUMAN RESOURCES POLICIES AND PROCEDURES WHICH ARE NOT IN CONFLICT WITH THE POLICIES ESTABLISHED BY THE GOVERNING BODY OF THE COUNTY.**

	Yes	No	Planned	Not Planned	N/A
The library has a separate human resources policy manual.					
Copies of all policies are readily available and accessible to staff.					
Library policies and practices are reviewed periodically to ensure that they are current, appropriate, and not in conflict with county policies.					
Library policies are not in conflict with Federal, State, and Local laws and regulations.					
Below is a list of policies and procedures which should be components of the library's human resources program:					
The library has an organization chart. Date last reviewed:					
The library has an equal employment opportunity statement.					

Date last reviewed:					
---------------------	--	--	--	--	--

	Yes	No	Planned	Not Planned	N/A
The library has a minority recruitment plan. Date last reviewed:					
The library has job descriptions which include conditions and requirements for employment. Date last reviewed:					
The library has a salary and classification schedule. Date last reviewed:					
The library has a description of its fringe benefits policy. Date last reviewed:					
The library has a performance assessment program for all permanent positions which includes both an assessment of current performance and recommendations for action. Date last reviewed:					
The library has a policy for continuing education and staff development. Date last reviewed:					
The library has developed a program for recognizing staff accomplishments. Date last reviewed:					
The library has developed a program for recognizing team accomplishments. Date last reviewed:					

**2.3 THE LIBRARY PROVIDES OPPORTUNITIES FOR ONGOING TRAINING AND CONTINUING EDUCATION FOR ALL EMPLOYEES OF THE LIBRARY.**

	Yes	No	Planned	Not Planned	N/A
The library has a uniform orientation and training program for new employees. (See <b>Appendix E</b> for staff orientation and training program checklist.)					
The library has completed a needs assessment to determine staff needs for training.					
The library has a plan to ensure training for staff in supervisory positions.					

	Yes	No	Planned	Not Planned	N/A
The library has a plan to ensure reference service training for all reference and information services positions.					
The library has a plan to ensure training in children's services for all staff working with children.					
The library has a plan to ensure appropriate continuing education for staff development for each permanent employee on an on-going basis.					
The library has a plan to use the individual performance assessment as a tool to assist in the identification of staff training needs.					
Library support for job related continuing education and training includes paid work time for attendance with administrative approval.					
The library maintains a record of training and continuing education provided for each staff member.					
The opportunity to attend CE activities is offered on an equitable basis to staff and is evaluated annually.					
The library provides continuing education for its director and staff at all levels by spending a percentage of the total payroll costs for direct costs of staff development and training:					
Choose one					
_____ Basic level 0.5%					
_____ Full level 1.0%					
_____ Comprehensive level 1.5%					
NOTE: Libraries under 25,000 population should spend a minimum of \$1,000 annually.					
The library encourages membership in professional associations.					
Library staff attend continuing education events such as those sponsored by the South Carolina Library Association, the South Carolina State Library, the Association of Public Library Administrators, USC-College of Library and Information Science, the American Library Association, and other appropriate job-related groups.					
The library staff has access to a collection of professional materials including journals, books,					

and other formats.					
	<b>Yes</b>	<b>No</b>	<b>Planned</b>	<b>Not Planned</b>	<b>N/A</b>
The library ensures full participation in planned staff education by all permanent staff by closing the library at least one day annually.					
The library ensures that all eligible staff members hold current certification by the South Carolina State Library.					
The library requires a follow-up report from each staff member attending an external CE event.					
The library requires a follow-up report from each staff member attending an internal CE event.					
The library uses CE reports to evaluate the effectiveness of its future CE plans.					

**2.4 THE LIBRARY'S STAFF REFLECTS THE POPULATION DIVERSITY OF THE GEOGRAPHIC AREA SERVED.**

	<b>Yes</b>	<b>No</b>	<b>Planned</b>	<b>Not Planned</b>	<b>N/A</b>
The library's staff reflects the population diversity of the geographic area served.					
The library provides staff and/or resources to meet the multilingual needs of the community.					
The library provides staff trained to assist persons with special needs.					

**2.5 THE LIBRARY HAS ACHIEVED AN APPROPRIATE NUMBER OF STAFF WITH A MASTER'S DEGREE FROM AN ALA ACCREDITED LIBRARY PROGRAM TO SERVE THE NUMBER OF PEOPLE IN THE COMMUNITY AND TO SUPPORT LIBRARY PRIORITIES.**

	<b>Yes</b>	<b>No</b>	<b>Planned</b>	<b>Not Planned</b>	<b>N/A</b>
The library meets the minimum professional staffing level:					
Choose one					
_____ Basic level            2.5 FTE's/25,000 pop					
_____ Full level              4.5 FTE's/25,000 pop					
_____ Comprehensive level 6.5 FTE's/25,000 pop					
The library director and staff have a plan that identifies the number of professional staff (those with a Master's degree from a program of library and information studies accredited by the American Library Association) required at each					



**2.8 THE LIBRARY STAFF HAS SALARIES, BENEFITS, AND HOURS COMPARABLE TO OTHER COMMUNITY POSITIONS REQUIRING SIMILAR EDUCATION AND EXPERIENCE.**

	Yes	No	Planned	Not Planned	N/A
The library has comparable salaries to those of county, municipal, school, academic, and private workers in the community and in comparable communities.					
The library has comparable fringe benefits to those of county, municipal, school, academic, and private workers in the community and in comparable communities.					

**2.9 LIBRARY CUSTOMERS RECEIVE HELPFUL AND COURTEOUS SERVICE FROM ALL LIBRARY STAFF.**

	Yes	No	Planned	Not Planned	N/A
The library provides ongoing training for staff in quality customer service.					
New staff receive training in service attitudes within the first 2 months of employment.					
The library has implemented strategies to determine what percentage of customers rate the helpfulness and general attitude of staff as satisfactory.					

**2.10 THE LIBRARY HAS A PLAN AND DEVELOPS POLICIES TO USE VOLUNTEERS TO ENHANCE SERVICE.**

	Yes	No	Planned	Not Planned	N/A
The library does not rely on volunteers for essential services.					
The library has a staff member designated to coordinate the volunteer program.					
The library recruits volunteers to provide special services.					
The library evaluates the effectiveness of the volunteer program annually.					
The library provides orientation and training for all volunteers.					
The library has a plan for recognition of volunteers.					

## **Additional Resources On Human Resources**

- American Library Association. **PLA Handbook for Writers of Public Library Policies.** ALA, 1993 (027.4)
- Belcastro, Patricia. **Evaluating Library Staff: A Performance Appraisal System.** ALA, 1998. (023.9)
- Bessler, Joanne. **Putting Service into Library Staff Training: A Library Manager's Training Guide.** ALA, 1994. (023.8)
- Bolt, Nancy M. **"Evaluating the Library Director."** ALA, ALTA, 1983. (023.2)
- Cole, Jack. **Selecting a Library Director: A Workbook for Members of a Selection Committee.** Friends of the Library Development & Services Library, 1996. (023.2)
- Customer Service More Than a Smile.** Library Video Network, 1991. (VT 0194)
- Davis H. Scott. **New Employees Orientation: A How-to-Do-It Manual for Librarians.** Neal Schuman, 1994. (023.9)
- Dobb, Linda and Patricia Dick. **Human Resource Management for the Small Library.** Chicago: American Library Association, 1993. (023.9)
- Employment Law: Concepts and Current Issues.** ALA, 1993. (023.9)
- Farmer, Lesley S.J. **Training Student Library Staff.** Linworth, 1997. (023.2)
- Geddes, Andrew, and James A. Hess. **"Securing a New Library Director."** ALA, ALTA, 1979. (023.9)
- Information Services Training Checklist for Adult's and Children's Staff.** Prepared by Fairfax County Public Library. PLA, 1997. (025.52)
- Is the Customer Always Right?** ALA, Library Video Network, 1994. (021.7)
- Lewis, Christopher. **"The American with Disabilities Act and Its Effect on Libraries." Public Libraries,** January/February, 1992, pp. 23-28.
- "Library Education and Personnel Utilization",** A Statement of Policy Adopted by the Council of the American Library Association, June 30, 1970. Included in **The Personnel Manual: An Outline for Libraries.** Edited by Charles E. Kratz and Valerie A. Platz for the Personnel Administration Section of the Library Administration and Management Association of ALA. ALA, 1993. (023.9)
- Lipow, Anne and Deborah Carver. **Staff Development: A Practical Guide.** American Library Association, Library Administration and Management Association, 1992. (023.8)
- Maximizing Customer Satisfaction.** ALA, Library Video Network, 1993. (021.7)
- Miller, Glenn. **Customer Service & Innovation in Libraries.** Highsmith, 1996. (025.5)
- The Personnel Manual: An Outline for Libraries.** Edited by Charles E. Kratz and Valerie A. Platz. 2<sup>nd</sup> edition. ALA, 1993. (023.9)
- Rubin, Richard. **Human Resource Management in Libraries - Theory and Practice.** Neal Schuman, 1991. (023.9)
- St. Clair, Guy. **Customer Service in the Information Environment.** Bowker, 1993. (338.4)
- Sample Evaluations of Library Directors.** Edited by Saulmon, Sharon A. ALA, 1997. (023.9)



Sheldon, Brooke E. **"Personnel Administration in the Small Public Library."** ALA, LAMA, 1980. (023)

**Staff Development: A Practical Guide.** LAMA, 1991. (023.8)

Stoller, Irene Gitomer, and Charles E. Reid. **"Library Trustees and Personnel."** ALA, ALTA, 1983. (021.82)

Stueart, Robert D., and Maureen Sullivan. **Performance Analysis and Appraisal: A How-to-Do-It Manual for Librarians.** Neal-Schuman, 1991. (021.9)

Topics in Personnel. **Administering Cutbacks: Planning and Implementing a Reduction in Force.** ALA, Office for Library Personnel Resources, 1983.

\_\_\_\_\_. **Writing a Library Job Description.** ALA, 1985

\_\_\_\_\_. **Hiring Library Staff.** ALA, 1987. (023.9)

\_\_\_\_\_. **Managing Employee Performance.** ALA, 1988. (023.9)

U.S. Congress. House. **Americans With Disabilities Act.** Public Law 101-366, 101<sup>st</sup> Congress, 1990.

U.S. Congress. House. **Family and Medical Leave Act of 1993.** 103<sup>rd</sup> Congress, 1993. (344.012576)

**Valuing Diversity: Organizational Responses and Management Development.** ALA, 1994.

**Volunteers: We Couldn't Do It Without Them.** ALA Video, 1997. (023.3)

Walters, Suzanne. **Customer Service: A How-to-Do-It Manual for Libraries.** Neal Schuman, 1994. (025.5)

Weinsgard, Darlene. **Customer Service Excellence: A Concise Guide for Libraries.** ALA, 1997. (025.5)